15 Labor Relations and Collective Bargaining
Learning Objectives

1. Give a brief history of the American labor movement.
2. Discuss the main features of at least three major pieces of labor legislation.
3. Present examples of what to expect during the union drive and election.
Learning Objectives

4. Illustrate with examples of bargaining that is not in good faith.

5. Develop a grievance procedure.

6. Describe a strategy for cooperative labor relations.
Give a brief history of the American labor movement.
The Labor Movement

• Union membership is down, about 14 million

• Workers still belong to unions—around 11.3% of the total number of men and women working in America
IMPROVING PERFORMANCE:
HR as a Profit Center

• A labor relations strategy that supports Costco’s overall aim of boosting profits through better productivity and service is working for Costco

• Turnover is far below the retail industry average
The Labor Movement

• Why do workers organize?
  o The bottom line

• What do unions want?
  o Union security
  o Improved wages, hours, and benefits

• The AFL-CIO and the SEIU
Review

• Why do workers organize?
• What do unions want?
• The AFL-CIO and the SEIU
Discuss the main features of at least three major pieces of labor legislation.
Unions and the Law

- The Norris-LaGuardia (1932) and National Labor Relations (or Wagner) Acts (1935)
  - Unfair employer labor practices
  - From 1935 to 1947
Unions and the Law

• The Taft-Hartley Act (1947)

• Unfair union labor practices
  o Rights of employees
  o Rights of employers
  o National emergency strikes

• The Landrum-Griffin Act (1959)
  o Labor Law Today
Review

- The Norris-LaGuardia Act
- National Labor Relations Act
- The Taft-Hartley Act
- Unfair union labor practices
- The Landrum-Griffin Act
Present examples of what to expect during the union drive and election.
The Union Drive and Election

1. Initial contact
   - Labor relations consultants
   - Union salting

2. Obtaining authorization cards

3. Hold a hearing

4. The campaign

5. The election
How to Lose an NLRB Election

1. Not being aware of turnover
2. Formed a committee which move slowly
3. Didn’t use the HR director and advisor with experience in labor relations
4. Concentrated on money and benefits
What to Expect the Union to Do to Win the Election

• Data analyzed from 261 NLRB elections

• Unions can boost their chances they’ll win
The Supervisor’s Role

• Sense employee attitude problems
• Discover the first signs of union activity
• Do not threaten, interrogate, make promises, or Spy
Decertification Elections: Ousting the Union

• The law grants employees the right to terminate (decertify) their union’s right to represent them

• Decertification campaigns are similar to certification campaigns
IMPROVING PERFORMANCE:
HR Practices Around the Globe

• French government opposes profitable companies slashing jobs
• Sanofi still waiting for a government report after 9 months
Review
Illustrate with examples of bargaining.
The Collective Bargaining Process

- What is collective bargaining?
- What is good faith?
- The negotiating team
- Costing the Contract
- Bargaining items
- Bargaining hints
The Collective Bargaining Process

• Impasses, mediation, and strikes
  o Third-party involvement
  o Sources of third-party assistance
  o Strikes and strike guidelines for employers
  o Other “weapons”

• The contract agreement
Review

• Definition
• Good faith
• Team
• Items and hints
• Impasses
• Contract
Develop a grievance procedure.
Dealing with Disputes and Grievances

• Sources of grievances
• The grievance procedure
• Guidelines for handling grievances
IMPROVING PERFORMANCE: HR Tools for Line Managers and Entrepreneurs

• Grievances cost money in terms of:
  o Lost work time
  o Lost productivity
  o Arbitrators’ fees
Review

Grievance procedure:

• Formal process for addressing any actor involving wages, hours, or conditions of employment that is used as a complaint against the employer
Describe a strategy for cooperative labor relations.
The Union Movement Today and Tomorrow

• Why union membership is down
• Card check and Other New Union Tactics
  o Labor laws
  o More aggressive - example
  o Coordination
  o Global campaign
The Union Movement Today and Tomorrow

• Cooperative Clauses
  o Management strategy
to foster cooperation
Review

• Why union membership is down
• Card check and Other New Union Tactics
• Cooperative Clauses
Translating Strategy into HR Policies and Practices

• List and briefly describe what you believe are the three most important steps Hotel Paris management can take now to reduce the likelihood unions will organize more of its employees.
Hotel Paris Strategy
Chapter 15

HR Scorecard for Hotel Paris International

Note: *(An abbreviated example showing selected HR practices and outcomes aimed at implementing the competitive strategy, "To use superior guest services to differentiate the Hotel Paris properties and thus increase the length of stays and the return rate of guests, and thus boost revenues and profitability. ")
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